

ecdpm

—

**ANNUAL
REPORT
2022**



In this report

04 From our Board Chair

05 From our Director

About us

06 Who we are and what we do

08 What we offer

10 What sets us apart

11 Our workstreams

A snapshot of our year

12 Highlights in 2022

16 How legal migration can help the EU and partners match labour needs and skills

18 How the EU is responding to the global food crisis

20 The EU and Somalia: From fragility to resilience

22 Bridging the divide on EU-AU climate diplomacy

24 AU-EU relations: Renewed commitment or put to the test again?

25 Half-time analysis: How is Team Europe doing?

26 How Europe's private sector can help the EU realise its Global Gateway strategy

28 Europe and Africa amid turbulent digital geopolitics

30 Speaking up through digital civic activism

31 Overlapping regionalism across Africa

ECDPM in 2022

32 Outreach and impact

36 Finances

40 Our people

44 Governance

46 Our partners

48 Sustainability



From our

Board Chair



Adebayo Olukoshi

As with many organisations around the world, ECDPM was ushered into 2022 taking stock of the impact of the COVID-19 pandemic on its work, both internally and externally. At the height of the pandemic, the Centre, like all employers, had to implement a number of adaptive measures to be able to carry out as much of its work programme as it could, either remotely or on a much scaled-down basis. This was amid the various restrictions on movement and activities imposed by public health and political authorities.

Staff safety and wellness was the paramount consideration. It is to the credit of the Centre's staff that as countries around the world began their post-COVID recoveries in late 2021 and into 2022, steps were taken to raise the tempo of activity implementation in the legitimate expectation that the worst was behind us.

Despite the tensions that had built up between Russia and Ukraine, very few were prepared for Russia's invasion of Ukraine. If the COVID-19 pandemic carried serious implications for global governance generally and the Africa-Europe relationship more specifically, the Russian invasion of Ukraine opened a new and even more challenging frontier to a partnership that many already agreed was in need of a reset.

The search for such a reset is at the heart of ECDPM's mandate. Amid the increasing uncertainties that characterise international affairs, the Centre has strived to live up to that mandate and consolidate its place as an honest broker in Africa-Europe relations.

The Board of ECDPM is pleased that, as in preceding years, the Centre's management and staff have displayed remarkable adaptability and continued to fly the flag of excellence in the conceptualisation and implementation of programmes and dissemination of the results of the work carried out.

It is this commitment to excellence that has kept the Centre at the forefront as a leading 'think and do tank'. Driven by an abiding conviction that a more equitable world is within our grasp if only we all try a little harder, there is no doubt that the Centre's work will continue to offer orientation in the dialogues and conversations about how the emerging international multipolar order can be made to work for everyone.

From our

Director



Carl Michiels

The year 2022 marked two important transitions for ECDPM: the roll-out and first year of our 2022-2026 strategy, and a new organisational structure – the result of two years of preparation.

In each of these, our direction and ambitions are clear. We want to build on our proven expertise, notably on European foreign and development policy, AU-EU relations, migration, security, governance, food security, and economic transformation and integration, while also investing in new topics, such as digital and green transformation.

For ECDPM, the long-awaited sixth EU-AU Summit was set to be a highlight of 2022. However, Russia's brutal invasion of Ukraine on 24 February forced us to adjust course, as it affected nearly every theme we work on. Our partners turned to us for insight and analysis on what the war in Ukraine meant for the relationship between Europe and Africa. The very nature of the partnership between the two continents now had to be scrutinised and looked at bearing in mind a whole new set of challenges and conditions. I am happy to say that ECDPM rose to the challenge.

On the organisational side, we implemented the structural and managerial changes we introduced with our new strategy. In senior and middle management, we appointed eight new members, bringing in the diversity in gender, age and geography that our Centre deserves and thrives on.

Three clusters – Europe and Africa in the world; peaceful societies and accountable governance; and sustainable African economies and climate action – now harbour ten workstreams. This new set-up allows for flexibility, innovation and more cross-thematic work, with the ultimate goal of increasing our impact. Our new themes in particular have generated enthusiasm and support from our partners.

We also structurally rethought the way we work – a result of the COVID-19 pandemic and the lessons it taught us in terms of traditional working modalities. We shifted to a greater extent of time- and place-independent working. This allows our staff an optimal work-life balance, while enabling us to attract and retain the best and brightest in their fields of expertise.

In this age of polycrisis, eagerness, curiosity and ambition are essential for us, as a 'think and do tank', to understand the rapidly changing global landscape and stay ahead of the curve. Our new strategy and structure, as well as the commitment of our staff and partners, ensure that ECDPM stands ready to contribute to better, more inclusive and sustainable policies in Europe and Africa.

Who we are and what we do

We are ECDPM – a leading independent ‘think and do tank’ that wants to make policies in Europe and Africa work for inclusive and sustainable development.

Good policies are extremely powerful. They can tackle society’s biggest problems at the root, lay a foundation for change, and play a crucial part in making the global development agenda a reality for all. That is why we want to help institutions and governments across Europe and Africa create policies that work.

Our independent policy experts contribute sharp analysis, thorough research and fresh ideas. But making policies work requires stepping off the sidelines too. It means working closely with the people who create, implement or are impacted by policies. We bring different groups around the table, smooth the way for debate and make sure everyone’s voice is heard. We provide advice and training, and design practical solutions together.

We have over thirty-five years of experience in Africa–Europe relations, international cooperation and development policy. Our focus is climate, energy and food, economy and trade, geopolitics and development, governance, migration and mobility, and peace and security.

Our partners include ministries and institutions, international organisations, think tanks, academia, and social and economic actors from Africa, Europe and beyond.

About us

What we offer



Research & analysis

We provide thorough policy research, sharp analysis and fresh ideas.



Events

We organise and speak at debates, conferences and workshops.



Advice, training & support

We offer practical policy advice, training and support.



Partnerships & dialogue

We connect people, broker partnerships and create space for dialogue.



Expert information

We provide background information to our partners and the media.

About us

What sets us apart



We are more than a think tank.

We are researchers and analysts, but we are also facilitators, advisors, evaluators and trainers. It's that combination of roles which sets us apart from other think tanks. To make policies work, we need solid knowledge on what works and what doesn't, but also to work with the people who are crucial in implementing those policies.



We are independent.

Our unique funding situation allows us to maintain operational autonomy and set our own, non-partisan agenda.



We look beyond promises.

Whether policy change is good, bad or absent usually depends on a number of factors and people. That is why we look beyond policy statements and analyse what drives or prevents change. That means looking at all political constraints and incentives.



We know the African and European policy landscape inside and out.

Africa-Europe relations is our main focus. For over thirty-five years we have worked with institutions, governments and partners across Africa and Europe. That has resulted in a broad network, a solid institutional memory of what has and hasn't worked before, and a knack to foresee how policy arenas will evolve.



We are in it for the long run.

Making policies work cannot happen overnight. We engage in policy processes from beginning to end and commit to long-term relationships with our partners, to jointly accomplish changes over time.

About us

Our workstreams

To deliver on our strategy, we have organised our work into ten workstreams. These are grouped into three clusters to encourage cross-thematic teamwork. The three clusters are Europe and Africa in the world; peaceful societies and accountable governance; and sustainable African economies and climate action. We also have a number of departments for shared services, and we house the secretariat of the European Think Tanks Group (ETTG).

EU foreign and development policy

The EU is dealing with a number of challenges close to home while at the same time seeking to play a more significant global role. Our EU foreign and development policy team explores the implications of the EU's growing geopolitical focus and wants to contribute to more coherent and integrated EU foreign and development policy.

Migration and mobility

Migration and mobility stimulate development as drivers of social and economic change, but they can also pose significant challenges. Our migration and mobility team wants to help maximise the development potential of migration and mobility while minimising risks. We work to promote effective and human-centred migration governance in Europe and Africa and contribute to improved Africa-Europe cooperation on migration.

AU-EU relations

The African Union (AU) and the European Union (EU) have committed to building a different kind of partnership and moving beyond traditional North-South cooperation, but more so on paper than in practice. Our AU-EU relations team explores how both parties can create a mutually beneficial and interest-driven partnership.

Digital economy and governance

Cooperation between Africa and Europe stands to benefit from digital technologies. Yet, without the right

resources, policies and infrastructure, there is a risk of worsening digital divides and misuse of digital technologies. Our digital economy and governance team wants to promote digital cooperation within and between Africa and Europe as a way to advance sustainable development.

Inclusive governance and accountability

Democratic governance and accountable institutions are essential to ensure inclusive and sustainable development and respect for human rights. Our inclusive governance and accountability team wants to contribute to a context-specific and politically informed understanding of the drivers of governance and accountability.

Peace, security and resilience

Recent years have witnessed the effects of a deadly pandemic, the rise of (geo)political instability, new conflicts and the undeniable effects of the climate crisis in much of the world. Our peace, security and resilience team promotes the transition of fragile and conflict-affected countries towards peaceful, well-governed and prosperous societies, and encourages a strategic peace and security partnership between Africa and Europe.

Economic recovery and transformation

Economic growth, poverty reduction and sustainable development have suffered major setbacks due to the COVID-19 pandemic and the impact of the Russian war in Ukraine. Our

economic recovery and transformation team wants to contribute to effective European and African policies and instruments for a sustainable and inclusive economic recovery and transformation in Africa.

African economic integration

Africa's continental free trade area aims to create a single market of goods and services on a continent of 1.3 billion people. Yet, achieving the goal of an integrated and prosperous Africa will be no easy task for policymakers. Our African economic integration team wants to bring the dynamics around regional integration into better focus and understand how policies can adapt to who or what is driving or blocking progress.

Climate action and green transition

The next few years will – and must – bring major changes in global climate action. Our climate action and green transition team wants to contribute to ambitious, fair and effective responses to the climate crisis, promote a green COVID-19 recovery, and explore the European and African politics of green transition and renewable energy deployment.

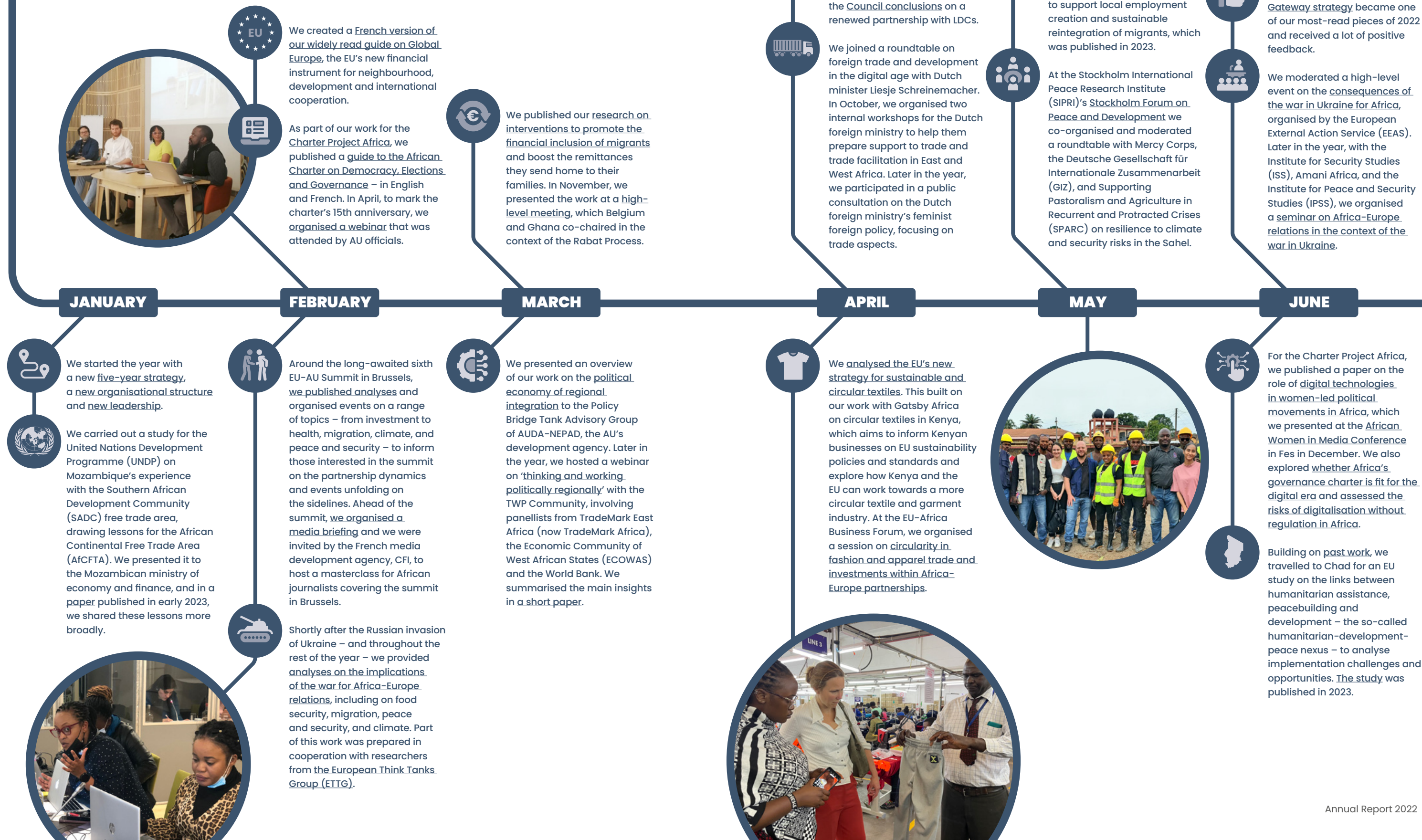
Sustainable food systems

Our food systems struggle to provide the growing global population with affordable and healthy foods. They also create livelihood stresses and damage our natural environment. Our sustainable food systems team wants to support transitions to sustainable, resilient, equitable and inclusive food systems.

A snapshot of our year

Highlights in 2022

These pages present our most memorable highlights from 2022. Pages 16 to 31 then zoom in on ten projects. These feature contributions of our workstream teams during the year, demonstrating how we contribute to the 2030 Agenda for Sustainable Development and how all our work is connected.





For the evaluation department of the Dutch foreign ministry (IOB), as part of ECDPM's work on policy coherence, we studied the effects of major economies' policies on climate action, food security and water in developing countries.



We published the first independent analysis of the Team Europe initiatives – projects or activities jointly undertaken by the EU, its member states and its development finance institutions – in the early stages of their implementation.



We finalised a study to support the Austrian government in preparations for their first comprehensive Africa strategy. In past years, we helped several other EU member states in the development of their strategies towards the African continent.



We looked at how European policymakers can support Africa in developing regional pharmaceutical manufacturing hubs. Ahead of the EU-AU Summit in February, we highlighted considerations for African and European policymakers in their joint efforts to strengthen Africa's local capacity to manufacture vaccines and health products.



We presented our evaluation of the EU's support to sustainable agri-food systems in partner countries between 2014 and 2020 at the official dissemination event of the European Commission.



We helped shape the programme of the Finance in Common Summit – the flagship event of the global public development bank network – in Abidjan. We moderated a high-level session on cities as a solution to climate change and inequality, and organised an informal meeting on public development banks and private financiers for food security with the International Fund for Agricultural Development (IFAD) and Cassa Depositi e Prestiti (CDP), in consultation with the Food and Agriculture Organization of the United Nations (FAO). In December, we organised a follow-up meeting in Rome.



We travelled to Sharm el-Sheikh for the COP27 climate negotiations. We (co-)organised four official side events on climate adaptation and the sustainability of food systems in Africa. We produced a series of analyses related to the event, for instance, on gender-responsive approaches to climate change and conflict, debt reform for climate action, climate-resilient food systems, climate-related mobility and Africa-Europe climate diplomacy. We also launched a COP27 podcast series.



With universities in Niger, Mali and Burkina Faso, CINOP and the Maastricht School of Management, we organised the final workshop of the Nuffic-funded OKP-RESCOM project on resilience to climate change and conflict in the Central Sahel, taking place in Niamey. We also hosted a roundtable for experts and policymakers working on these topics.



With researchers from the German Institute of Development and Sustainability (IDOS) and the University of Sussex, we edited the book 'Africa-Europe Cooperation and Digital Transformation', which includes forewords from Vera Songwe, economist and former under-secretary-general of the United Nations Economic Commission for Africa (UNECA), and EU commissioner Jutta Urpilainen.



We travelled to Kenya and Somalia to carry out research for the EU's strategic country evaluation of Somalia and met with the EU delegation, international partners and Somali organisations, including representatives of government, NGOs and the private sector. The evaluation will be published in 2023.



We contributed to a two-day workshop in Florence, organised by the European University Institute (EUI), UNDP and the AfCFTA Secretariat, on ways to support AfCFTA implementation. We also wrote articles on AfCFTA implementation for African Business, The Pan African Review and LSE.



We spoke about the AU-EU partnership at a symposium dedicated to the AU's 20th anniversary, organised in Pretoria by the Institute for Pan-African Thought and Conversation (IPATC), the Council for the Development of Social Science Research in Africa (CODESRIA) and TrustAfrica. In December, the federal and European affairs minister of the German state of Hessen and the Leibniz Research Alliance 'Crises in a Globalised World' invited us to discuss the EU-Africa partnership during the Crisis Talks lecture series.



At the invitation of the European Commission's Directorate-General for International Partnerships (DG INTPA), we took part in a panel on EU-Africa cooperation around data protection at the Internet Governance Forum in Addis Ababa.



We analysed the EU's new global health strategy soon after it was launched, suggesting ways to make it a success. A few days before publication, we discussed our work with representatives of the EU institutions and member states, as well as European and African representatives of civil society, think tanks and regional organisations.



With the Czech presidency of the Council of the EU, we explored how Europe's private sector can best contribute to the EU's development objectives and the implementation of the Global Gateway strategy. Our findings fed into several events and received positive feedback from the EU institutions, member states and business associations.



For GIZ, we carried out work on connecting the free movement of goods and services with the free movement of persons to deepen economic integration and reap the benefits of intra-African trade, focusing on the AU's free movement protocol and the AfCFTA.



With seven partners in Africa and Europe, we started preparations for the three-year Horizon Europe DYNAMIG project on migration decision-making, which started in January 2023.



With the European Commission's Migration Partnership Facility (MPF), implemented by the International Centre for Migration Policy Development (ICMPD), we undertook a study on EU approaches to labour migration. We analysed the labour market needs and labour migration systems of four EU member states – Estonia, the Netherlands, Poland and Portugal – to see how prepared they are for the growing need for workers.



With the IMANI Centre for Policy and Education, we published findings from our research on the political economy of the cocoa sector in Ghana for the Dutch foreign ministry.



We finalised an evaluation of the EU's support to the rule of law and anti-corruption in partner countries between 2010 and 2021. Earlier in the year, we prepared a background paper on anti-corruption to inform the upcoming 2023 Swedish presidency of the Council of the EU and presented it to a group of Nordic and 'like-minded' countries assembled in Stockholm. We published the final paper in early 2023. In the lead-up to Sweden tabling Council conclusions on the topic, we presented the findings to the Council of the EU and at a public seminar held by the permanent representation of Sweden to the EU.



JULY

SEPTEMBER

OCTOBER

NOVEMBER

NOVEMBER

DECEMBER

Go to ecdpm.org/work for all our publications and commentaries; you can use the filters to narrow your search. For an overview of the events we organised, go to ecdpm.org/events.



— A snapshot of our year

How legal migration can help the EU and partners match labour needs and skills

►► *Migration is a topic that made headlines again in 2022, largely due to Russia's invasion of Ukraine, which forced many refugees to flee the country and resettle elsewhere in Europe. In spite of the glaring challenges associated with migration, it also provides economic benefits to European host countries, many of which have significant shortages of workers.*



The COVID-19 pandemic laid bare the structural labour shortages in a variety of sectors across Europe. Recruitment of foreign workers to fill EU jobs has therefore increased in importance as one of the strategies to fill the persistent vacancies, as well as to provide opportunities for migrants to come to the EU legally. To this end, the European Commission launched its first talent partnerships – a key proposal under the EU's new migration and asylum pact – in 2022.

In 2021, we worked with the European Commission's Migration Partnership Facility (MPF), implemented by ICMPD, and the EU Global Diaspora Facility (EUDiF) to explore how to engage diaspora organisations and individuals in the implementation of the EU's talent partnerships – as these partnerships can only deliver benefits for migrants and host and origin countries if they take the interests and concerns of all parties into account.

Building on this work, we undertook a study on EU approaches to labour migration with the MPF in 2022. To make the EU's talent partnerships work, they need to link to countries' legal migration systems, so it is important to understand these. However, evidence on what legal migration systems exist and how they work has been lacking. Talent partnerships additionally need to consider labour market needs and skills profiles in partner countries.

Our study analysed the labour market needs and migration systems of Estonia, the Netherlands, Poland and Portugal to see how prepared they are for the growing need for workers. These case studies and the resulting policy briefs garnered a lot of interest from policymakers and researchers and were presented at an event organised by the MPF. Our work provided strategic recommendations for the four countries – which could be of use to other countries too – and discussed how existing labour migration systems can serve the EU's talent partnerships.

In 2023, we will follow up on our study by analysing the legal migration systems and labour needs of the other 23 European member states. We have also been working on a study on skills mobility partnerships for the International Organization for Migration (IOM) which will be published in 2023, and we will be closely following the progress of the EU talent partnerships.

Want to see all our work on labour mobility or learn more about what we do? Visit ecdpm.org/topics/migration-and-mobility/labour-mobility or get in touch with Anna Knoll, Amanda Bisong or Jamie Slater via ecdpm.org/experts.

►► **Russia's invasion of Ukraine has had many immediate and medium-term effects. Besides the large number of people forced to flee the country, the war has pushed up prices of food and fertilisers, worsening global food insecurity.**



Between January and March 2022, the Food Price Index, a measure of world food prices, rose by 17%, bringing it to a record high. According to the World Food Programme (WFP), the war could leave an additional 47 million people hungry. While the food crisis has impacted the whole world, African countries are being hit the hardest.

Shortly after the start of the war, we published a series of analyses on the war's implications for Africa-Europe relations and how the world, the EU in particular, should respond. In the first analysis, we examined the spectre of the food crisis in North Africa due to the war and looked at what Europe can do to help. We also argued that while the war is deteriorating food security in African countries, the situation had been worsening long before the war and structural solutions are needed. In a follow-up piece, we looked at what it will take to provide these structural solutions to food insecurity in Africa. Given the mounting interest in this topic, we hosted a Twitter space that almost 200 people tuned into, in which ECDPM experts explained the context of the crisis and their recommendations.

We also analysed the EU's various policy responses to the food crisis. We looked at how food systems – as well as green energy priorities – have shifted since the war in Ukraine and how the EU can keep promoting the objectives of its Green Deal strategy. We contributed to a paper by ETG, GIZ, the Leibniz Institute of Agricultural Development in Transition Economies (IAMO) and the Stockholm Environment Institute (SEI) on the implications of the war, including for food security. At the end of the year, we zoomed in on the EU's response to the food crisis as an example of how swiftly and adequately it can adapt to crises.

We also continued our broader work on sustainable food systems and what the EU is or could be doing in this regard. Our most significant piece of work was an evaluation of the EU's support to sustainable agri-food systems in partner countries between 2014 and 2020, which we presented and discussed at an official dissemination event of the European Commission. Then, in early 2023, we broke down the lessons learnt from the evaluation, focusing on Malawi.

At the Finance in Common Summit in Abidjan, we co-organised an informal side event where we facilitated a dialogue with public and private financiers on how to address the root causes of food insecurity, and organised a follow-up meeting in Rome. Similarly, at COP27, we organised or co-organised several official side events on how to finance the adaptation of African food systems to climate change.

In 2023, we will continue monitoring the impacts of the war in Ukraine, the global food crisis and EU responses to these challenges. We will also take stock of progress made since the 2021 UN Food Systems Summit, join the discussions at COP28 in Dubai and contribute to the EU-AU Agriculture Ministerial Conference.

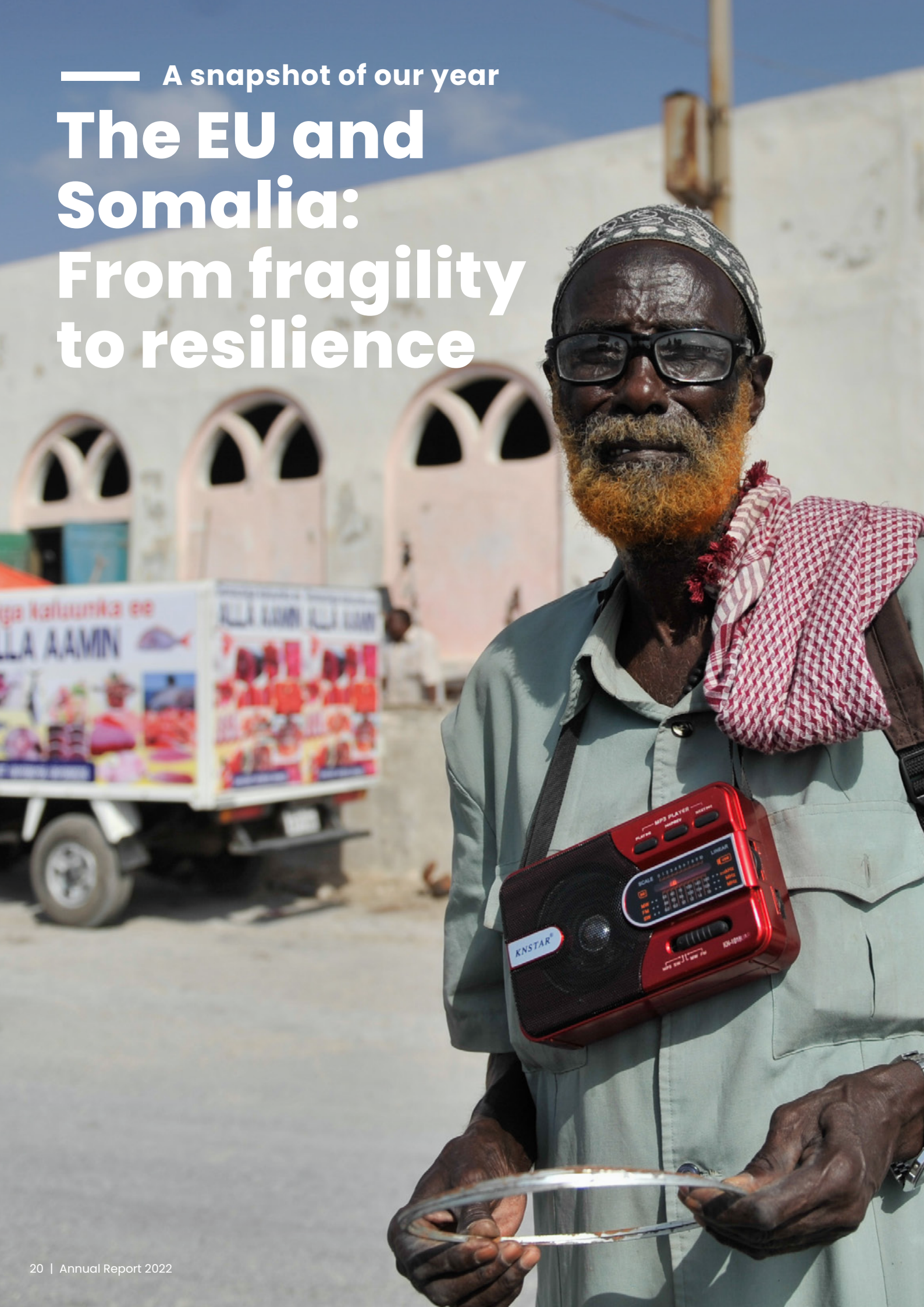
Want to see all our work on sustainable food systems or learn more about what we do? Visit ecdpm.org/topics/climate-energy-and-food/food-systems or get in touch with Francesco Rampa, Cecilia D'Alessandro or Koen Dekeyser via ecdpm.org/experts.

A snapshot of our year How the EU is responding to the global food crisis



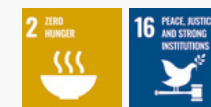
— A snapshot of our year

The EU and Somalia: From fragility to resilience



PEACE, SECURITY AND RESILIENCE

►► *Food security is only one of the many structural challenges facing populations in fragile regions of the world, particularly in Africa. The EU, through its external action, engages in development cooperation projects to help overcome obstacles and find paths forward. But these need to be monitored and evaluated if they are to bring the intended results.*



The Horn of Africa is one of the regions most affected by climate change and food insecurity. Yet, beyond these daunting structural challenges, the region is also dealing with complex issues of rule of law and economic development.

In 2022, a pivotal component of our work zoomed in on Somalia. Alongside Particip and consultants, we were commissioned by DG INTPA to work on a strategic country evaluation of the EU's support to Somalia from 2014 until 2021, spanning all financial instruments. The evaluation looked at three areas: security and rule of law; education and public finance management; and resilience, food security and economic development. Carrying out this evaluation allowed us to build on our [previous work](#) on peacebuilding in Somalia.

During the year, we travelled to Kenya and Somalia to conduct interviews and meet with EU representatives. In total, 10 focus group discussions and close to 130 interviews were held, including 75 with Somali representatives of government, NGOs and the private sector.

The evaluation was timely, as major challenges are unfolding in Somalia, such as tensions between the federal government and federal member states and with Somaliland, and uncertainty about the likelihood of defeating Al-Shabaab. Internationally, the impacts of climate change, the Russian war in Ukraine and changes of government in several European countries brought concerns, and the EU was exploring how it could make optimal use of the funding available under Global Europe for the 2021–2027 period.

In June 2023, we presented the findings, conclusions and recommendations of the final evaluation report at an 'InfoPoint' event organised by DG INTPA, where around 115 policymakers and civil society representatives were present.

Want to see all our work on peace and security or learn more about what we do? Visit ecdpm.org/topics/peace-and-security or get in touch with Sophie Desmidt or Volker Hauck via ecdpm.org/experts.

►► *Perhaps no other issue will have a bigger impact on every country's security concerns than the climate crisis. Its consequences continued to manifest in 2022, paying no heed to country borders. But as the need for greater global cooperation on climate action grows, Europe and Africa still struggle to find common positions.*



The African continent, responsible for less than 4% of global emissions, is already disproportionately affected by extreme weather phenomena such as floods, droughts, heat waves and sea level rise. That is why, in recent years, the African continent has come forward with a strong, unified position on its needs, best exemplified by the AU's climate strategy for 2022–2032. It unequivocally asks for support for adaptation and calls for a just transition that upholds African countries' right to development based on the principle of climate equity, including through the use of Africa's fossil fuel reserves, with an emphasis on natural gas.

On the other side of the Mediterranean Sea, the EU, too, has amped up its climate commitments, notably in its external action. Compared to other policy areas, international climate diplomacy is one of the EU's most proactive and forward-looking fields of global engagement. But while both continents view the climate crisis as an existential threat, their positions on how it should be tackled are still far apart. This has led many to view Europe–Africa climate diplomatic relations as at an all-time low.

Much of our 2022 work on AU-EU climate cooperation focused on COP27, which took place in Egypt. We contributed to the conference discussions by penning several commentaries in the run-up to the event. These were on topics including gender-responsive approaches to climate change and conflict, debt reform for climate action, climate-resilient food systems, climate-related mobility and Africa–Europe climate diplomacy. We also produced a podcast series in which ECDPM experts spoke with guests about key areas of COP27 deliberations.

During COP27, we also organised or co-organised several events on the sidelines of the main conference, both in Sharm el-Sheikh and online, to complement the main discussions. We led sessions ranging from adaptation finance to links between climate and trade, management of natural resources, and adaptation of African food systems.

In 2023, we will continue our work to improve Africa–Europe cooperation on climate and green transition in the context of the current geopolitical crisis. Particularly, we will explore how we can facilitate better Europe–Africa climate diplomatic relations in the run-up to COP28. We will also look specifically at the role of climate finance, and at how Europe and Africa can jointly respond to cross-border climate impacts and build a joint agenda around energy transitions.

Want to see all our work on the climate crisis or learn more about what we do? Visit ecdpm.org/topics/climate-energy-and-food/climate-crisis or get in touch with Hanne Knaepen via ecdpm.org/experts.

— A snapshot of our year Bridging the divide on EU–AU climate diplomacy



►► *In the past years, the AU-EU partnership has taken a hit due to tensions over climate injustice, COVID-19 vaccines and growing geopolitical competition. In February, the long-awaited sixth EU-AU Summit took place in Brussels with the aim of rekindling the relationship. But joint commitments were quickly overshadowed by the Russian invasion of Ukraine.*



AU-EU relations: Renewed commitment or put to the test again?

We published [analyses on a wide range of topics](#) ahead of, during and after the EU-AU Summit. We wanted to bring in different perspectives and sound advice, and also unpack the events unfolding on the summit's sidelines. We sent out a special summit edition of our Weekly Compass newsletter, and we were among the first to release a [post-summit analysis](#). Ahead of the summit, we [introduced our new partnership](#) with the African Center for Economic Transformation (ACET), the Policy Center for the New South (PCNS) and ISS, aimed at strengthening AU-EU cooperation by bringing in voices from outside the EU and AU institutions.

We also organised a number of events. During the EU-Africa Business Forum, held as a side event to the summit, we organised a workshop with Gatsby Africa on [circularity in fashion and apparel trade and investments within Africa-Europe partnerships](#). With ISS, we organised and spoke at a [webinar on the future of the EU-AU peace and security partnership](#). We provided support to a high-level side event on global health, hosted by the Belgian foreign affairs ministry and co-organised by Team Europe and the Africa Centres for Disease Control and Prevention (Africa CDC). Finally, we accepted invitations to speak at a number of events surrounding the summit, such as a [Dutch parliamentary roundtable debate](#) on the economic, trade and development aspects of the EU-Africa partnership.

Our summit-related activities served as a springboard for informing wider audiences. We organised two media briefings, received more than

50 requests from journalists from all over the world, and were mentioned or interviewed by the media 40 times – including [The Africa Report](#), [Radio France Internationale](#), the [Financial Times](#) and [POLITICO](#). Several Twitter users recommended ECDPM colleagues as experts to reach out to for comments on the summit, and our [pre-summit analysis on the geopolitical dynamics around the AU-EU relationship](#) was picked up by the EU institutions.

Barely a week after the summit, Russia invaded Ukraine, which quickly overshadowed the event and the commitments made. The war brought a series of new challenges to AU-EU relations, so in the months that followed, we [analysed the influence of the war in Ukraine on Europe-Africa relations](#) – from food and energy security to peace financing. In November, we followed the meeting between the AU and EU commissions and [analysed](#) what had become of the summit commitments.

In 2023, we will continue looking at the state of AU-EU relations. Between February and May, we will be organising [a series of events, opinion pieces and analyses](#) exploring how the AU-EU partnership has evolved since the summit and proposing ways to improve relations between the continents.

Want to see all our work on AU-EU relations or learn more about what we do? Visit ecdpm.org/topics/geopolitics-and-development/au-eu-relations or get in touch with Philomena Apiko or Lidet Tadesse Shiferaw via ecdpm.org/experts.

►► *As the world grapples with a host of crises and global powers increasingly vie for influence, the EU has been clear on one thing: European support to partner countries, including in Africa, should be collective, have more impact and be more visible. This approach – better known as ‘Team Europe’ – was initially used to coordinate international COVID-19 support from Europe. Now it is being applied more widely.*



Half-time analysis: How is Team Europe doing?

Two years into the Team Europe approach, we've seen a lot of interest and political buy-in at all levels of the EU and in partner countries, so the stakes are high to make it work. To put this idea into practice, the EU has introduced Team Europe initiatives, which are projects or activities jointly undertaken by the EU, its member states and its development finance institutions. These initiatives served as an integral part of the EU's planning process – the so-called programming – for its seven-year budget under the new financial instrument for neighbourhood, development and international cooperation, also called ‘Global Europe’. Team Europe initiatives are also set to be the main way to deliver on the Global Gateway strategy, launched by the EU in December 2021.

But, as with any new policy or instrument, moving from strategy to implementation is not without challenges. In September, we [analysed the state of play of the Team Europe initiatives](#) and looked at how the EU addresses key conceptual and operational aspects in implementation. Our work was the first independent analysis at this early stage of Team Europe practice, and we were invited to present our findings on a number of occasions, including to the Practitioners' Network for Development Cooperation and the Irish foreign ministry.

Our analysis also spurred debate on Twitter [when Devex journalist Vince Chadwick picked it up](#) and asked some critical questions. We responded by opening a [Twitter space](#) and hosting a discussion there with Chadwick and the authors of the analysis. It attracted more than 1,500 listeners, including staff from the European Commission.

In 2023, we will continue to follow and analyse the implementation of Team Europe initiatives and Global Europe. We will pay particular attention to the challenges of collaboration and coordination among European actors and ownership in partner countries.

Want to see all our work on EU foreign and development policy or learn more about what we do? Visit ecdpm.org/topics/geopolitics-and-development/eu-foreign-and-development-policy or get in touch with Alexei Jones or Katja Sergejeff via ecdpm.org/experts.

A snapshot of our year How Europe's private sector can help the EU realise its Global Gateway strategy



►► **Team Europe initiatives are the main way to deliver on the Global Gateway, the EU's strategy to invest in quality infrastructure in partner countries, with the aim of supporting economic development and strengthening partnerships. The strategy also has a strong geopolitical component – with it, the EU hopes to compete with other foreign powers on the global stage, especially in Africa.**



Investment is vital for sustainable economic development in partner countries, but the financing gap is enormous. For instance, achieving the Sustainable Development Goals (SDGs) will require \$4.2 trillion per year – compared to \$2.5 trillion before 2020. It is clear that the EU institutions and European governments cannot fill this financing gap on their own. To procure the much-needed investment, they have to work together with the private sector. This is the main idea behind the EU's Global Gateway strategy: leveraging public money to increase private investment in key areas, from digital infrastructure to green technologies.

In 2022, we published a comprehensive analysis of the Global Gateway strategy. This became one of our most-read pieces of 2022 and received a lot of positive feedback. Part of the analysis addressed what is needed from the private sector. Later in the year, for the Czech presidency of the Council of the EU, we looked at how the EU can best engage the private sector to help deliver on the objectives of EU development policy and finance, formulating a number of recommendations for EU policymakers. We presented this work to the Council's Working Party on Development Cooperation and International Partnerships and the Working Party on Humanitarian Aid and Food Aid.

Looking at how to partner with the private sector, we participated in a high-level event organised by GIZ where we highlighted the need to leverage not only development cooperation instruments, as presently done in the Global Gateway, but also public support for European economic and commercial interests. The latter will be much needed to ensure that the Global Gateway achieves its geopolitical and economic objectives.

In 2023, we will continue our work on the Global Gateway and the involvement of the European private sector in this context. We will look at specific sectors and provide insights on how the EU and its member states can maximise their limited public resources to achieve transformative and sustainable impacts in partner countries.

Want to see all our work on the private sector or learn more about what we do? Visit ecdpm.org/topics/economy-and-trade/private-sector or get in touch with Karim Karaki or San Bilal via ecdpm.org/experts.

►► **Digital technologies are at the heart of today's geopolitical tensions. While Russia is engaging in a cyber war alongside traditional warfare, the growing US-China standoff is centred on a battle to lead on cutting-edge technologies, and global powers – including the EU with its Global Gateway strategy – are rivalling to provide digital infrastructure to partner countries.**



The EU and the AU are actively seeking to shape their digital futures. The EU has begun to embrace the concept of 'digital sovereignty', as exemplified by its impressive regulatory arsenal, but it still struggles to put in place policies to encourage the digital economy to thrive. Several African countries have seized on this rhetoric too. However, for Africa to move beyond being a rule-taker in the global digital arena and for it to drive real digital transformation, more concerted action at the regional and continental levels will be necessary.

In 2022, our newly established digital economy and governance team focused on EU and AU efforts to grapple with global digital geopolitics, as part of our broader work on digital cooperation. On the AU side, we looked at the need for the AU and its members to play a more active role in engaging with digital geopolitics. Our work started discussions and received considerable positive feedback, including from representatives of the permanent mission of Ghana to the UN, UNDP, the AU Commission and Smart Africa.

On the EU side, we analysed digital cooperation within the Global Gateway strategy and the EU's digital diplomacy. Particularly, we looked at how the EU seeks to project itself in the world and how it can become a more impactful digital player. That work was well received by the EU institutions and member state officials, and we were invited to engage on these topics by officials from several member states, including France, Germany, the

Netherlands, Finland, Luxembourg and Estonia. In early 2023, we organised a workshop with the French foreign ministry on how the digital component of the Global Gateway can achieve its strategic goals while responding to African priorities in a spirit of true partnership.

We also looked at Africa-Europe cooperation in the digital sphere. With researchers from IDOS and the University of Sussex, we edited the book 'Africa-Europe Cooperation and Digital Transformation', with forewords from Vera Songwe, economist and former UNECA under-secretary-general, and EU commissioner Jutta Urpilainen. In early 2023, we launched the book at an event in Brussels focused on current challenges and opportunities for digital transformation in Africa and Europe.

In 2023, we will be continuing our work in this area. For instance, we looked at the concept of digital sovereignty and what it means for different global powers, as well as for actors in the Global South. Our paper on the topic was published in mid-2023.

Want to see all our work on digital geopolitics or learn more about what we do? Visit ecdpm.org/topics/geopolitics-and-development/digital-cooperation or get in touch with [Chloe Teevan](#) or [Ennatu Domingo](#) via ecdpm.org/experts.

A snapshot of our year Europe and Africa amid turbulent digital geopolitics



►► *The growth of the digital sphere extends to civil society, as more people use digital spaces to voice their concerns and expectations of governments. These can help demand accountability, prevent constitutional manipulation and encourage inclusive decision-making processes. However, they can also amplify hate speech and disinformation or enable voter manipulation.*



Speaking up through digital civic activism

The African Charter on Democracy, Elections and Governance (ACDEG), adopted by African countries in 2007, is considered the central policy document advancing democratic governance in Africa. Its provisions offer a valuable avenue for civil society to make their voices heard on the national, regional and continental stages. It is then useful to ask how the charter responds to digital modes of civic engagement.

With five African and European partner organisations, ECDPM is involved in the [Charter Project Africa](#), which promotes the use of civic technology to amplify citizens' voices, while opening up spaces for collaboration between citizens, civic initiatives and policymakers at all levels in Africa. In 2022, as part of the project, we engaged with civil society and representatives of AU organs on the issue of governance in Africa. In that context, we published a [guide to the ACDEG](#) – in English and French – to help civil society understand what the charter is about. In April, we [organised an online event](#), attended by AU officials, marking the charter's 15th anniversary.

We also published an analysis of the role of [digital technologies in women-led political movements in Africa](#), which we presented at the [African Women in Media Conference](#) in Fes. Our [assessment of the risks of digitalisation without regulation in Africa](#) received considerable positive feedback. In other work, we analysed [the ACDEG in relation to the digital transformation and political activism](#), ultimately arguing that the charter needs to be adapted to respond to the challenges of our digital age.

That work served as the basis for presentations given in a variety of contexts, including a human rights conference, a regional summit of youth leaders in Arusha, and several webinars with UN and European partners. We also held consultative meetings on the implementation of the ACDEG with representatives of the Pan-African Parliament and the African Governance Architecture (AGA) Secretariat – as the AGA's primary mandate is to promote and protect the values contained in the charter.

In 2023, we will continue engaging with civil society on African governance. We will work further on tools and research to facilitate civil society engagement with the AGA, its organs and the regional economic communities. Finally, we will hold a series of webinars, in-person workshops and training with civil society organisations on issues related to the ACDEG values, digital tools, and civil society engagement with the regional and continental governance frameworks.

Want to see all our work on civil society or learn more about what we do? Visit ecdpm.org/topics/governance/civil-society or get in touch with Lidet Tadesse Shiferaw or Martin Ronceray via ecdpm.org/experts.

►► *To understand the dynamics of governance structures in Africa it is important to understand the political economy dynamics around overlapping regional organisations. For example, almost all African countries are members of more than one regional bloc, with some, such as the Democratic Republic of the Congo (DRC), now a member of four of the eight AU-recognised regional economic communities.*



Overlapping regionalism across Africa

By uncovering these political economy dynamics, we can better understand some of the institutional dynamics that prevail on the African continent and affect the implementation of existing free trade areas and, ultimately, the AfCFTA.

In 2022, we produced a number of analyses on overlapping regional organisations in Africa, [building on past work on the topic](#). Early in the year, we published a [paper on the role of regional organisations in tackling Africa's development challenges](#), also looking at overlapping mandates. Then, we focused specifically on West Africa. In support of the large multi-donor Trade Facilitation West Africa Program, we researched [relations between two West African regional organisations](#): the West African Economic and Monetary Union (UEMOA) and ECOWAS. We looked at what states seek to gain from their memberships and how they may use different memberships for different purposes.

In related work, we examined [Nigeria's industrial policy ambitions](#) and how these connect with the country's ECOWAS membership and the political economy dynamics along the [Dakar-Bamako corridor](#). Building on this research, we wrote articles for LSE, [The Conversation](#) and [The Africa Report](#), and our Twitter threads on the topic were widely picked

up. These analyses have informed [ongoing debates around the AfCFTA](#) on how to ensure that trade helps promote industrialisation and inclusive development while taking into account the political economy dynamics of corridors.

In 2023, we will continue working on the political economy dynamics of the AfCFTA, paying special attention to institutional relations, trade and transport corridor dynamics, as well as regional value chain ambitions. With this in mind, we have already finalised [insights on the DRC's recent admission to the East African Community \(EAC\)](#) and potential outcomes for its socio-economic development and geopolitical ambitions.

Want to see all our work on African economic integration or learn more about what we do? Visit ecdpm.org/topics/economy-and-trade/african-economic-integration or get in touch with Bruce Byiers or Poorva Karkare via ecdpm.org/experts.

Outreach and impact

Our outreach and impact department aims to strengthen the quality, policy relevance, practical usefulness and impact of ECDPM's work. It consists of two teams: a communications team, and a learning and quality team.

Communications team

Communication is crucial for ECDPM to perform its role as a strategic broker for informed policy dialogue. Our mission is to stimulate dialogue with our partners and get ECDPM's work and ideas to the right people, in the right way, at the right time.

Our team is a multidisciplinary one. We bring together expertise in social media, press relations, online communications, website development, writing and editing, multimedia and print publications, graphic design, and content curation.

In 2022, on top of our regular activities to strategically plan, promote and monitor our publications and events, we undertook a number of projects. In October, we [launched a new website](#) reflecting ECDPM's new strategy for 2022–2026. Visitors now enjoy more user-friendly and fast access to our content, and new and flexible ways of viewing our work.

We also organised a series of training events for ECDPM colleagues, on commentary writing, public speaking, interviews and podcasts, social media, and media relations. Finally, with the migration and mobility team, we undertook preparatory work for the three-year Horizon Europe [DYNAMIG project on migration decision-making](#), which officially started in January 2023. ECDPM will be closely involved in the research and will be the partner leading on outreach and impact.

Learning and quality team

Our learning and quality team leads ECDPM's strategic and operational planning and facilitates progress reviews of the work we do, considering our strategy and the evolving context of our work. The team strengthens the Centre's monitoring and reporting approaches and systems, gives advice, and supports the quality of the Centre's work and learning. Learning and review take place around theories of change. We also help the Centre's workstreams and partners refine their research approaches and methodologies – including [political economy analysis](#) and [policy coherence](#).

In 2021, in preparation for our new strategy, ECDPM embarked on a process to become 'fit for future'. We looked at our structure and governance, our human resources policies, our financial strategy, our organisational culture, and how we seek to increase our outreach and the impact of our work. In 2022, we developed an internal monitoring tool to track progress towards the ambitions resulting from this process and help management keep its finger on the pulse of the organisation.

With the communications team, we piloted an outreach and impact tracker to help the workstream teams strategically plan and monitor their work with the aim of increasing outreach and impact. We drew lessons from the pilot, adapted the tracker accordingly, and in 2023, will start implementing it within all ten workstream teams. In a similar vein, we helped the teams develop and review their theories of change.

Box 1 WORK AND OUTREACH IN 2022

Website



348,681 page views
of our old and new website combined

46,430 visitors to our old website

31,980 visitors to our new website

Most-read work in 2022



- (1) [The Global Gateway: A recipe for EU geopolitical relevance?](#)
- (2) [Russia's invasion leaves North Africa with a food crisis – What can Europe do?](#)
- (3) [The European Peace Facility and Ukraine: Implications for Africa-Europe relations](#)
- (4) [The EU-AU Summit: Geopolitics, a pandemic and a partnership that struggles to thrive](#)
- (5) [Half-time analysis: How is Team Europe doing?](#)
- (6) [EU countries should reallocate a share of their special drawing rights as a strong commitment at the EU-AU Summit](#)
- (7) [After the EU-AU Summit: Inching towards just transition in Africa](#)
- (8) [What it would take to provide structural solutions to food insecurity in Africa](#)
- (9) [The geopolitics of African renewable energy: European and Chinese investments in a global green transition](#)
- (10) [Why migration and mobility should – but probably won't – be at the heart of the EU-AU Summit](#)

Media



Interviews and articles on our work appeared in Africanews, African Business, Al Jazeera, Deutsche Welle, Devex, EURACTIV, POLITICO, Radio France Internationale, The Africa Report, The Conversation, The Economist, The Financial Times and The Pan African Review, among others

70 media mentions and interviews

2 press briefings around the EU-AU Summit

Work



34 [commentaries](#)



23 [papers](#)



17 [briefs](#)



5 [studies](#)



3 [books and reports](#)



2 [guides](#)



33 [events](#)
(co-)organised

Social media



10 Twitter and LinkedIn threads by ECDPM staff



4 Twitter discussion spaces
(1,900 plays in total)



10,908 Twitter followers (+4.7%)



7,263 LinkedIn followers (+22.4%)



9,946 Facebook followers (+1.5%)

Multimedia



6 podcasts, of which 5 from the 'ECDPM Talks on: COP27' series



2,063 SoundCloud plays

Box 2
LESSONS LEARNT

In 2022, we used our newly developed internal monitoring tool to track progress on a number of Centre-wide priorities. This helped us draw lessons for the future, highlighting what we did well in 2022 and what we can do better in 2023 and beyond. A few lessons in particular stand out:

Organisational structure

Our new structure, effective as of January 2022, entailed a shift from five programmes to ten workstreams, each assigned to one of three clusters. The structure has brought more energy and space for individual staff members, and improved flexibility and cooperation between teams. However, maintaining coherence and coordinating work across multiple teams also requires time. In 2023, we will need to smoothen these processes, in which management in particular will have an important role to play.

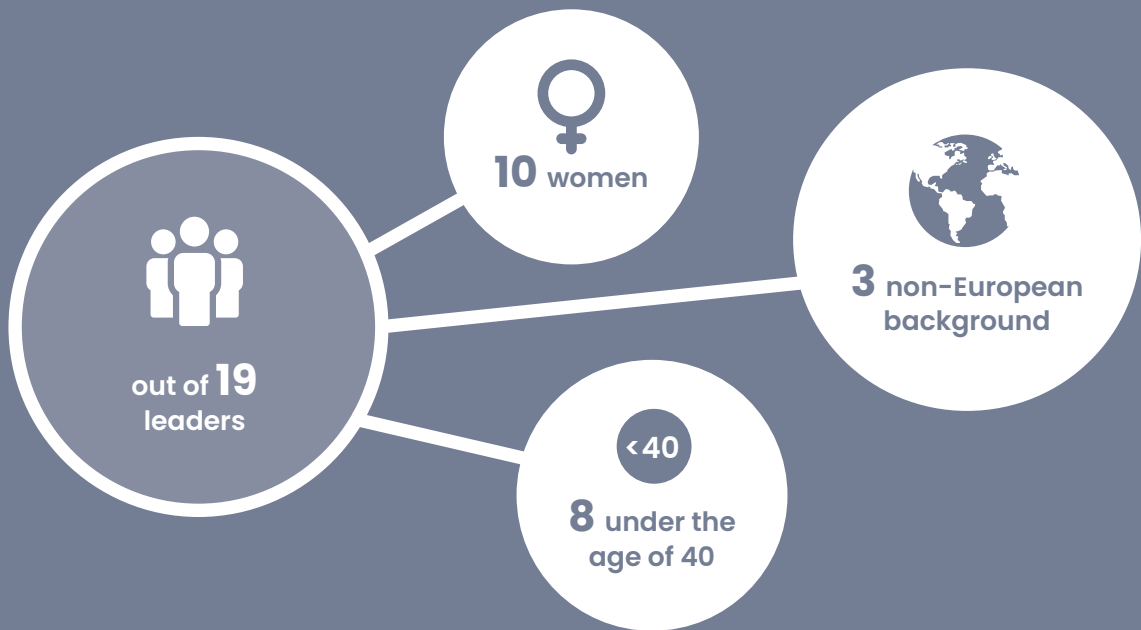
Gender equality, diversity and inclusion

In the past years, we have taken important steps when it comes to ensuring diversity and inclusion (see also page 40). This has resulted in a new generation of leaders that is more balanced in terms of age, gender and geographical diversity. Out of 19 leaders (the management team and heads of workstream) in 2022, 10 were women, 3 had a non-European background and 8 were under the age of 40. This past year, we also made efforts to make our recruitment processes more inclusive, not least by ensuring inclusive selection

panels. We will continue monitoring our progress to embed diversity and inclusion in our organisation, and take steps to improve our practices where needed. A corresponding ambition is to ensure gender equality is incorporated throughout all of our research. A review of our work from January to June 2022 showed that many of our publications did not take gender sufficiently into account. A newly-developed ECDPM gender marker (see box 3) should change this; pilot implementation has already shown positive effects.

Co-creation of knowledge

In 2022, we took further steps towards our ambition of greater co-creation of knowledge, better integration of both African and European perspectives into our work, and more inclusive, balanced and equal knowledge production. For instance, we started preparations for an associates and fellowship scheme that will be introduced in 2023, aiming to expand our network of experts on both continents. We also increased our number of partnerships with African think tanks and organisations in projects, one of which is specifically geared towards better integrating different European and African perspectives into AU-EU relations. We have stepped up joint fundraising in these partnerships too.



Box 3
GENDER MARKER

In September 2022, we launched an ECDPM gender marker to improve the extent to which – and how – gender is addressed throughout our work. It promotes the use of a gender lens and helps our staff rank their research along five levels, ranging from gender blind to gender transformative. The target we set ourselves is that all our work should be at least gender sensitive.

We used the marker to assess our publications from the first half of 2022. While the marker had not yet been launched in this period and while shorter publications such as commentaries may not be the right format to explore gender in a meaningful and in-depth way, this assessment highlighted the need for improvement: only 32% of publications ranked in the top three categories. We hope to see a positive trend in the first year after rolling out the marker.

The marker was piloted in two political economy analyses: in Tunisia (focusing on the security sector) and in Morocco (focusing on the justice sector). The gender marker proved useful; it helped guide the methodology and integrate a gender lens into our analysis. A dedicated focus on gender perspectives was incorporated into both projects, and we included gender-specific recommendations for the EU delegations.

To ensure understanding and uptake of the marker, we presented it at an in-house seminar. Further guidance and follow-up will be provided by our gender coordinator, three cluster focal points, and the outreach and impact department. Staff are now encouraged to think about the gender marker when planning their work.



ECDPM in 2022

Finances

In 2022, Europe experienced unprecedented social tensions due to the after-effects of the COVID-19 pandemic, rising far-right populism, the Russian invasion of Ukraine, an energy crisis and inflation. Largely caused by a 41.9% increase in energy prices, inflation rates soared to multi-decade highs – up to 10.7%, the highest rate since the introduction of the euro.

We implemented various strategies to minimise the impact of inflation on the Centre, but as evident from our financial results, we could not escape the overall impact. While our income increased 15% compared to 2021 – thanks to the commitment and trust of both our long-standing institutional partners and our new partners – employee costs in particular increased. At the same time, our investment portfolio fell victim to the decline of global financial stability due to the war in Ukraine.

While we intended to increase our staff complement in 2022 to deliver on our ambitious new strategy for 2022-2026, we delayed many planned recruitments. This resulted in higher costs, as external temporary resources had to be brought in to ensure we could deliver on our commitments.

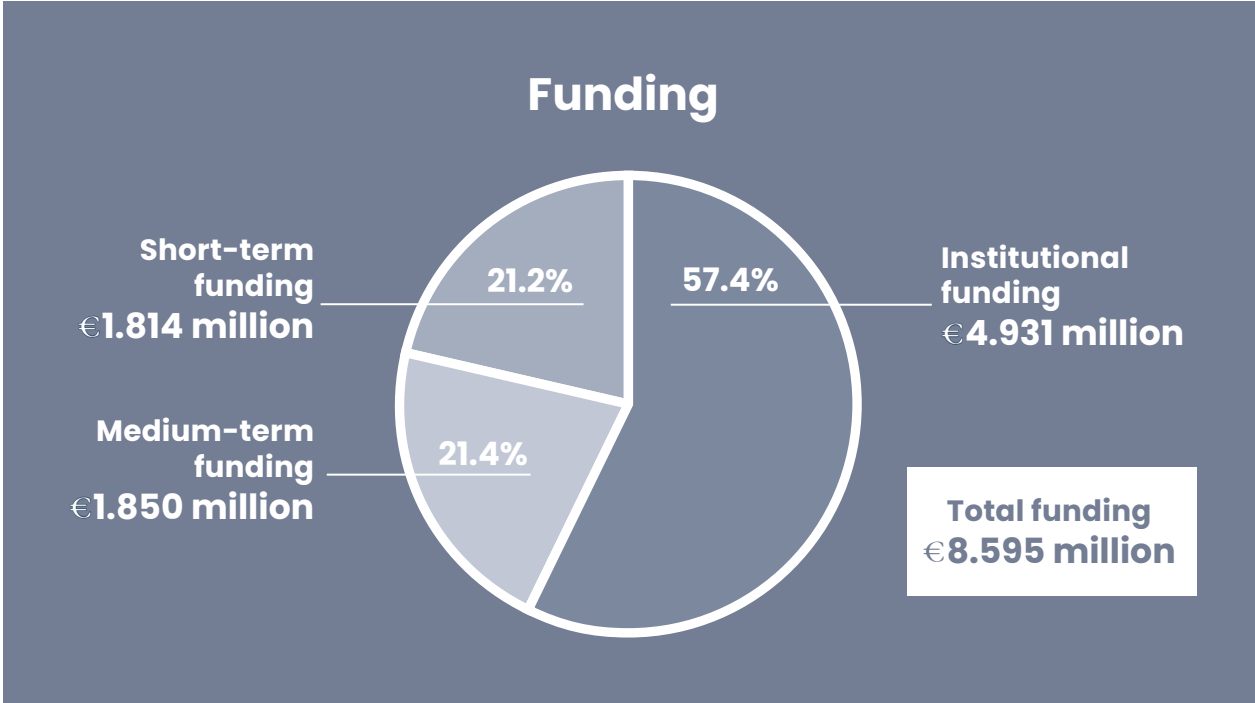
This past year was a year of turmoil, and 2023, too, will continue to be demanding. However, we are confident that the Centre will reach new heights thanks to the perseverance and commitment of its staff, who have demonstrated their ability to deliver exceptional results even in challenging times.

Accountability and transparency

We continue to strive for the highest standards of accountability and transparency. Twice a year, an external auditor reviews our finances, financial procedures and internal control mechanisms. Our current auditor, BDO, confirmed that our 2022 financial statements give a true and fair overview of the Centre’s financial position.

Since 2014, Transparify has evaluated the financial transparency of think tanks around the world. ECDPM has been consistently awarded its maximum five-star rating.

For more information, visit transparify.org.



INSTITUTIONAL FUNDERS		Total funding*
Netherlands Ministry of Foreign Affairs	Netherlands	2,900,000
Swedish Ministry for Foreign Affairs / Swedish International Development Cooperation Agency (Sida)	Sweden	622,405
Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation	Belgium	366,257
Irish Aid, Irish Department of Foreign Affairs	Ireland	320,000
Luxembourg Ministry of Foreign and European Affairs	Luxembourg	280,507
Finnish Ministry for Foreign Affairs	Finland	250,000
Austrian Development Agency (ADA) / Austrian Ministry of Foreign Affairs	Austria	195,963
Danish Ministry of Foreign Affairs	Denmark	194,271
Estonian Ministry of Foreign Affairs	Estonia	8,000
TOTAL		5,137,403

OTHER FUNDERS		
Bill & Melinda Gates Foundation	United States	720,255
European Commission – Particip	Belgium	634,853
European Commission	Belgium	621,969
European Commission – Potsdam Institute for Climate Impact Research (PIK)	Belgium	155,702
French Ministry for Europe and Foreign Affairs	France	129,319
European Commission – European Partnership for Democracy (EPD)	Belgium	111,959
TradeMark East Africa (TMEA)**	Kenya	103,094
Food and Agriculture Organization of the United Nations (FAO)	Italy	97,428
OSF Services Berlin	Germany	94,451
United Nations Development Programme (UNDP)	United Kingdom	93,062
Enabel	Belgium	72,260
Italian Ministry of Foreign Affairs and International Cooperation	Italy	63,612
Agence Française de Développement (AFD)	France	60,462
SNV Netherlands Development Organisation	Netherlands	55,000
Federal Chancellery of Austria	Austria	54,914
European Commission – Altair Asesores	Belgium	53,402
European Commission – International Centre for Migration Policy Development (ICMPD)	Belgium	42,413
Ministry of Foreign Affairs of the Czech Republic	Czech Republic	40,046
Nuffic – Maastricht School of Management (MSM)	Netherlands	38,958
Gatsby Africa	Kenya	33,134
ODI	United Kingdom	30,447
Policy and Operations Evaluation Department of the Netherlands Ministry of Foreign Affairs (IOB)	Netherlands	28,493
United Nations – International Organization for Migration (IOM)	Switzerland	25,383
Netherlands Ministry of Foreign Affairs	Netherlands	21,321
Other funders < € 2,500	Various	19,922
University of Birmingham	United Kingdom	11,989
European Investment Bank (EIB)	Luxembourg	11,429
European Commission – GFA Consulting Group	Belgium	11,360
Institute of International Affairs (IAI)	Italy	6,342
European Climate Foundation (ECF)	Netherlands	5,363
European Commission – EU Delegation in Addis Ababa	Belgium	4,761
Alliance2015	Belgium	4,132
TOTAL		3,457,235

GRAND TOTAL	8,594,638
-------------	-----------

* For a breakdown of institutional, medium-term and short-term funding, see our [detailed funding overview](#).
** TradeMark East Africa became TradeMark Africa in 2022.

Balance sheet

After allocation of 2022 result, as of 31 December 2022
In thousands of euros

	2022	2021
ASSETS		
Fixed assets		
Intangible fixed assets	108	76
Tangible fixed assets	2,037	2,082
Financial fixed assets	4,340	5,010
<i>Investment portfolio</i>	4,327	4,997
<i>Participation in EDCS share fund</i>	13	13
Total fixed assets	6,485	7,168
Current assets		
Receivables	1,253	1,650
<i>Payments in advance</i>	118	62
<i>Trade debtors</i>	1,135	1,588
Taxation contributions	31	28
Cash	2,812	2,976
Total current assets	4,096	4,654
TOTAL ASSETS	10,581	11,822
LIABILITIES		
Current liabilities	449	335
<i>Trade creditors</i>	97	60
<i>Employee-related creditors</i>	59	70
<i>Employee-related taxation due</i>	293	205
Other liabilities	2,164	2,569
Provisions	170	196
TOTAL LIABILITIES	2,878	3,100
EQUITY		
Retained reserves from prior periods	7,798	8,152
Innovation fund	-	150
Transformation fund	-	420
TOTAL EQUITY	7,798	8,722
TOTAL EQUITY AND LIABILITIES	10,581	11,822

Income and expenditure account

From 1 January until 31 December 2022
In thousands of euros

	2022 actual results	2022 budgeted results	2021 actual results
INCOME			
Institutional funding	4,931	4,839	4,645
Other funding received	3,664	3,365	2,860
TOTAL INCOME	8,595	8,204	7,505
EXPENDITURE			
Direct operational expenses	(1,333)	(605)	(669)
Salaries and other personnel costs	(6,627)	(6,830)	(5,792)
Accommodation expenses	(288)	(347)	(254)
General and administrative expenses	(296)	(266)	(265)
Information technology related expenses	(137)	(147)	(169)
Depreciation	(148)	(182)	(184)
Other miscellaneous items	(10)	(22)	(10)
TOTAL EXPENDITURE	(8,839)	(8,396)	(7,343)
OPERATING RESULTS	(244)	(192)	162
INVESTMENT PORTFOLIO			
Interest and dividend income	45	-	42
Result of sales	26	-	151
Result on market value	(716)	-	312
Banking costs	(26)	-	(20)
Interest expense	(9)	-	(7)
TOTAL RESULT OF THE INVESTMENT PORTFOLIO	(680)	-	478
TOTAL RESULT	(924)	(192)	640
ALLOCATION OF RESULTS			
Contribution to retained reserves from prior periods	(924)	(192)	860
Utilisation of transformation fund	-	-	(220)

— ECDPM in 2022

Our people

ECDPM is home to some 65 policy, communications and support staff from 25 countries around the globe.

Diversity and inclusion

We believe that a gender-balanced and diverse group of staff from Europe, Africa and beyond encourages new ideas and different ways of thinking and working. We aim to be an equal opportunity employer and promote diversity and inclusion among our staff and candidates – irrespective of gender, age, nationality, race, culture, religious beliefs, sexual orientation or disability. To this end, in 2020 and 2021, we developed a diversity and inclusion strategy and action plan, which we continue to implement and monitor. In 2022, we made important steps towards our diversity and inclusion ambitions, notably through a new leadership that is more balanced in terms of age, gender and geographical diversity, and in our recruitment processes (see also page 34).

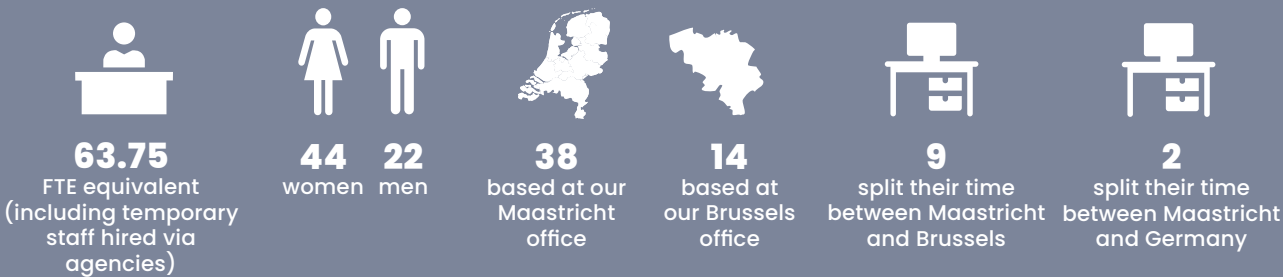
Investing in our people

We encourage our staff to grow professionally. To facilitate this, we allocate a yearly budget per staff member. This year, our staff took part in a range of training programmes to improve their skills and efficiency in a number of areas, including:

- Languages
- Public speaking
- Writing
- Social media and media relations
- Research communications
- Information and communication technology
- Works council and confidential advisers
- First aid
- Finance and fundraising
- Leadership and personal coaching
- Project management



At the close of 2022, we had 66 ECDPM employees:



Throughout 2022



Staff also participated in training to broaden their thematic knowledge, for example, on political economy analysis and on justice and security sector reform. Our junior staff are assigned relatively high levels of responsibility, which allows them to quickly gain relevant experience.

Our works council

Our works council, created in 2014, represents staff on a variety of matters, especially personnel policy and employment conditions. In 2022, the works council had constructive dialogues with the management team on a range of topics:

- Plans and priorities of the human resources department in 2023
- Mental wellbeing of staff and staff satisfaction
- ECDPM's new organisational structure
- ECDPM's hybrid working policy
- ECDPM's budget and financial outlook

The works council and management also received training on the role and mandate of a works council, which is specified in the Dutch Works Council Act. This training set a good basis for a common understanding of the respective roles of management and the works council, and provided some good practice as well.

Hybrid working

The COVID-19 pandemic has fundamentally changed the way people work. During times of lockdown, we saw that working from home in no way compromised staff commitment, productivity or the quality of ECDPM's work. In April 2022, we introduced a new policy on office presence and working from home. In general, staff members have a large degree of flexibility in terms of where and when they work – provided some basic conditions are met. A small share of staff members is present at our offices on a more regular basis, to ensure adequate support and office management.

Throughout the year, our staff expressed overall satisfaction with the opportunities that hybrid working offers for work-life balance. However, the policy has presented some practical challenges when it comes to ensuring team functioning, organisational cohesion and mental wellbeing. To address these, some changes were made in early 2023, and management and the works council will continue to monitor the policy to balance staff and organisational needs.

Safety and mental wellbeing

In 2022, no serious incidents or accidents occurred at our ECDPM offices. We continue to take all necessary steps to maintain a safe and healthy environment, in addition to the procedures and safety measures already in place:

- Both our offices are equipped with ergonomic office furniture and equipment to minimise occupational hazards associated with computer use. Staff members working from home can also request ergonomic equipment.
- We have a team of nine emergency response officers who are certified on an annual basis.
- In line with the Dutch Occupational Health and Safety Act, staff can get an examination aimed at preventing or limiting, as far as possible, health-related risks at work.
- In early 2022, an independent occupational health and safety service (ArboNed) reviewed and approved our health and safety risk assessment.

As the COVID-19 pandemic had a huge impact on our mental health, we made it a priority to raise awareness among and offer advice to our staff. While we luckily found ourselves in a post-pandemic situation in late 2022, we saw that hybrid working also presents challenges in terms of mental wellbeing. To reduce the risk of work-related stress, we kicked off an internal mental wellbeing campaign. Towards the end of the year, we started discussions on an external platform to help us in these efforts. We introduced the platform to the organisation in early 2023.

Staff confidential advisers

In 2022, we had two confidential advisers whom staff could approach to discuss any concerns or difficulties they faced.

Sick leave at ECDPM

In 2022, our sick leave was 6.9% in the Netherlands, 4.24% in Belgium, 0.51% in Luxembourg, 0.51% in Germany and 0% in Italy.



ECDPM in 2022

Governance

Members of our Board in 2022



Adebayo Olukoshi *Nigeria*

Chair of the Board

Distinguished Professor at the Centre for the Advanced Study of Democracy and Development (Wits School of Governance, University of the Witwatersrand), Senior Associate Fellow at the Nordic Africa Institute, and Honorary Professor at the University of Edinburgh



Koos Richelle *The Netherlands*

Vice-Chair of the Board

Member of the Dutch Advisory Council on International Affairs and Chair of its Commission on Development Cooperation, and former Director-General at the European Commission in the areas of development, employment, social affairs and inclusion



Ruth Jacoby *Sweden*

Former Director-General for International Development Cooperation at the Swedish Ministry for Foreign Affairs, member of the UN High-level Panel on System-wide Coherence, former Executive Director of the Board of the World Bank, and former Ambassador of Sweden to Germany and Italy



Jean-Claude Boidin *France*

Former EU Ambassador and former Head of Unit at the European Commission's Directorate-General for International Cooperation and Development



Alan Hirsch *South Africa*

Research fellow at the New South Institute, emeritus professor at the Nelson Mandela School of Public Governance (University of Cape Town), research associate at the Centre for Migration and Diaspora Studies (SOAS University of London), and economic advisor to South African president Cyril Ramaphosa



Richard Dohmen *The Netherlands*

General Director at Grouwels Vastgoed

Honorary advisor to the ECDPM Board on European external affairs:



Dieter Frisch *Germany*

Former Director-General for Development, European Commission

On 20 April 2023, the Board welcomed four new members: Bience Gawanas, Marie-Roger Biloa, Said Djinnit and Roeland van de Geer.

Members of our management team in 2022



Carl Michiels *Belgium*

Director



Mariella Di Ciommo *Italy*

Associate Director of Europe and Africa in the World



Lidet Tadesse Shiferaw *Ethiopia*

Associate Director of Peaceful Societies and Accountable Governance



Jeske van Seters *The Netherlands*

(until September 2022)

Associate Director of Sustainable African Economies and Climate Action



San Bilal *Switzerland*

(as of September 2022)

Associate Director of Sustainable African Economies and Climate Action



Andrew Sherriff *Scotland*

Associate Director of Institutional Relations and Partnerships



Virginia Mucchi *Italy*

Head of Outreach and Impact



Riaan Paul *South Africa*

Head of Finance and Operations



Marleen Ackermans *The Netherlands*

Head of Human Resources

For more information about our management team and the Board, please visit ecdpm.org/governance.



A new strategy, structure and leadership

The year 2022 marked the start of our new five-year strategy, which spells out our ambition to remain a leading 'think and do tank' working for Africa-Europe relations. It also sets out the challenges and opportunities we see in the world, and explains how our work contributes to five broad areas of change. In 2021, to prepare ourselves for the new strategy and adapt to the rapidly changing global context, we started discussions on how to make ECDPM 'fit for future'.

This process resulted in a new organisational structure, effective as of January 2022. We now organise our work in ten workstreams grouped into three clusters, with a number of cross-organisational departments – to allow for more flexibility and cross-organisational collaboration. While this new set-up is working well for us, there are a few practical challenges that we will smooth out in 2023 (see also page 34).

We also introduced a new generation of leaders heading the different teams, clusters and workstreams – paying particular attention to gender balance, diversity and inclusion, and increasing opportunities for younger staff.

Data protection

To ensure compliance with the EU's General Data Protection Regulation (GDPR), we have implemented various policies and procedures, which we review and update annually. There were no data breaches at ECDPM in 2022.

To see our privacy policy, visit ecdpm.org/privacy.

Our partners

Partnerships are at the heart of our work. Partners inspire new ideas and enable systematic exchanges of experiences and best practices. Most importantly, combined efforts are more powerful than any individual, uncoordinated actions could ever be.

ECDPM collaborates with a broad range of partners, who increase the value of our work. Our inputs, in turn, add value to work done by others. We also connect our partners, stimulating strategic collaboration among them towards common goals.

Institutional partners

Austrian Development Agency (ADA) / Austrian Ministry of Foreign Affairs

Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation

Danish Ministry of Foreign Affairs

Estonian Ministry of Foreign Affairs

Finnish Ministry for Foreign Affairs

Irish Aid, Irish Department of Foreign Affairs

Luxembourg Ministry of Foreign and European Affairs

Netherlands Ministry of Foreign Affairs

Swedish Ministry for Foreign Affairs / Swedish International Development Cooperation Agency (Sida)

Programme and project partners

adelphi

African Center for Economic Transformation (ACET)

African Governance Architecture Secretariat (AGA)

African Union Commission (AUC)

Africтивistes

Afrobarometer

Agence Française de Développement (AFD)

Alliance2015

Altair Asesores

Barcelona Centre for International Affairs (CIDOB)

Bill & Melinda Gates Foundation

Cassa Depositi e Prestiti (CDP)

Center on International Cooperation (CIC), New York University

Centre for Financial Regulation and Inclusion (Cenfri)

CFI, the French media development agency

Chatham House

CINOP

Code for Africa

CONCORD

Council of the European Union

DAI Global

Democracy Works Foundation

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Dutch Food & Business Knowledge Platform (F&BKP)

E3G

Ecorys Netherlands

ECOWAS (Economic Community of West African States)

Enabel

European Climate Foundation (ECF)

European Commission

European External Action Service (EEAS)

European Institute of the Mediterranean (IEMed)

European Institute of Public Administration (EIPA)

European Investment Bank (EIB)

European Partnership for Democracy (EPD)

European University Institute (EUI)

Europlus

EDHEC Business School

Federal Chancellery of Austria

Financial Sector Deepening Kenya (FSD Kenya)

Food and Agriculture Organization of the United Nations (FAO)

FoodFIRST Coalition, Socires

French Ministry for Europe and Foreign Affairs

Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP)

Gatsby Africa

GFA Consulting Group

Global Health Advocates

Good Food Finance Network

Gorée Institute

Groupe ODYSSEE

IMANI Centre for Policy and Education

INCLUDE platform

Institute for Security Studies (ISS)

International Centre for Migration Policy Development (ICMPD)

International Fund for Agricultural Development (IFAD)

International Institute for Environment and Development (IIED) Europe

International Organization for Migration (IOM)

International Panel of Experts on Sustainable Food Systems (IPES-Food)

Irish Environmental Protection Agency (EPA)

Italian Ministry of Foreign Affairs and International Cooperation

King Baudouin Foundation

KIT Royal Tropical Institute

Knowledge Platform Security & Rule of Law (KPSRL)

Konrad Adenauer Stiftung (KAS)

Maastricht School of Management (MSM)

MediatEUR

Ministry of Foreign Affairs of the Czech Republic

Netherlands Ministry of Agriculture, Nature and Food Quality

NIRAS Development Consulting

Nuffic

Open Society European Policy Institute (OSEPI)

Organisation for Economic Co-operation and Development (OECD)

OSF Services Berlin

Particip

Policy and Operations Evaluation Department of the Netherlands Ministry of Foreign Affairs (IOB)

Policy Center for the New South (PCNS)

Potsdam Institute for Climate Impact Research (PIK)

Practitioners' Network for European Development Cooperation

RUSI Europe

SNV Netherlands Development Organisation

Stockholm International Peace Research Institute (SIPRI)

TradeMark East Africa (TMEA) (now TradeMark Africa)

UEMOA (Union Economique et Monétaire Ouest Africaine)

United Nations Development Programme (UNDP)

Università degli Studi di Milano-Bicocca (UNIMIB)

University of Birmingham

Verband Entwicklungspolitik und Humanitäre Hilfe (VENRO)

WaterAid

European Think Tanks Group (ETTG)

Elcano Royal Institute

European Centre for Development Policy Management (ECDPM)

German Institute of Development and Sustainability (IDOS)

Institute of International Affairs (IAI)

Institute for Sustainable Development and International Relations (IDDRI)

ODI

Are you interested in partnering with us? Get in touch with Andrew Sherriff or Kathleen Van Hove via ecdpm.org/people.

Sustainability

ECDPM promotes better international policies that benefit sustainable global development. But making the planet a better place starts with ourselves. We recognise that given the nature of our work, our efforts and activities inevitably impact the environment. We aim to minimise this environmental impact, through compliance with regulations and legislation and via our own initiatives. Integrating sustainability into all our daily activities is a learning process, but we eagerly work towards that goal.

Integrating sustainability

Our Maastricht office – known as the Pelican House – is the only Art Nouveau building in Maastricht and is listed as a national monument by the Cultural Heritage Agency of the Netherlands. In 2021, we applied for and received a grant from the agency for the preservation of the building. The fact that our office is a national monument means that we are somewhat limited in the types of changes we are allowed to make to the building's interior and exterior. Regardless, we are committed to making sustainability improvements wherever possible.

For instance, in 2022 we introduced several smart solutions at our Maastricht office. We implemented an access control system for smart office and hybrid working which helps us to quickly respond to access requests remotely. After a switch to LED lighting in previous years, which resulted in a 56% decrease in wattage per light fixture, we installed smart, low-power light sensors in 2022. Finally, we installed a smart temperature control system, which allows for real-time monitoring and helps us prevent wasteful energy consumption.

In the past few years, we could make very few sustainability improvements at our Brussels office, as it was a rented space in a shared building. We looked into new accommodation, to provide a healthy, smart, social and sustainable working environment, while keeping our strategic location close to the EU institutions. In September 2022, we moved into our new office, which is carbon-neutral.

Travel

While work travel was still limited in early 2022 due to the COVID-19 pandemic, travel to our partners increased again after the summer, when circumstances allowed. Nevertheless, we will continue our aim to reduce travel, not only between our offices in Maastricht and Brussels, but also to our partners, through intelligent use of electronic communications and video conferencing.

We also incentivise public transportation, in particular by rail, to minimise our travel footprint. However, travel by plane is unavoidable given the nature of our work. Therefore, we continue to participate in the Bluebiz CO2ZERO service, which contributes to the reforestation project CO2OL Tropical Mix in Panama and holds a 'Gold Standard' certificate for the Global Goals' certificate.

Sustainable sourcing

Our purchasing policy emphasises sustainable products and services. Whenever possible, we work with local suppliers who stand by a commitment to sustainable sourcing.



Concept

Nina Thijssen, Virginia Mucchi and Yaseena Chiu-van 't Hoff

Texts

Nina Thijssen, Catarina Farinha and Isabell Wutz

Art direction, design and layout
Yaseena Chiu-van 't Hoff, Robin van Hontem and Nina Simons

Thank you to Michelle Luijben and Jacquie Dias for providing editorial assistance and to all ECDPM staff who contributed to the report.

Photo credits

Front cover and page 3
Wheat. Photo: Alexandrum79 via iStock.

Page 4
ECDPM Board Chair Adebayo Olukoshi. Photo: University of Johannesburg.

Page 5
ECDPM Director Carl Michiels. Photo: Austrian Development Agency (ADA).

Page 6 and 7
Cityscape of Mamou, Guinea. Photo: Pauline Veron, ECDPM.

Page 8 and 9
ECDPM's Jeske van Seters at a textile mill in Thika, Kenya. Photo: Nadia Ashraf, ECDPM.

Page 10
ECDPM's Pauline Veron at a meeting with a village savings and loan association in Koutoufou, Chad. Photo: Pierre Maget.

Page 12 and 13
February (top) – ECDPM's Martin Ronceray with team members of the Charter Project Africa presenting at the annual conference of the Association of Human Rights Institutes in Pretoria, South Africa. Photo: Code for Africa.

February (bottom) – Participants of the masterclass ECDPM gave to African journalists covering the EU-AU Summit at the invitation of CFI, the French media development agency, in Brussels, Belgium. Photo: CFI.

April – ECDPM's Jeske van Seters at a garment factory in Nairobi, Kenya. Photo: Nadia Ashraf, ECDPM.

May – ECDPM's Pauline Veron at a worksite of the INTEGRA programme in Kindia, Guinea.

Page 14 and 15
September – ECDPM's Andrew Sherriff gives a presentation at the ADA Annual Conference in Vienna, Austria. Photo: Frank Helmrich, ADA.

October – ECDPM's Paulina Bizzotto Molina presents the evaluation of the EU's support to sustainable agri-food systems in partner countries at the European Commission in Brussels, Belgium. Photo: Cecilia D'Alessandro, ECDPM.

November – ECDPM's Philomena Apiko discusses the EU-Africa partnership during the Crisis Talks lecture series at the invitation of the federal and European affairs minister of the German state of Hessen and the

Leibniz Research Alliance 'Crises in a Globalised World'. Photo: Zacarias Garcia.

December (bottom) – ECDPM's Martin Ronceray and Katja Sergejeff at the Council of the EU before their presentation on anti-corruption. Photo: ECDPM.

December (middle) – ECDPM's San Bilal moderates an event organised by ECDPM and the Czech Presidency of the Council of the EU in Brussels, Belgium. Photo: Catarina Farinha, ECDPM.

Page 16
Man observing a microscope slide. Photo: AMISOM via Iwaria.

Page 19
ECDPM's Cecilia D'Alessandro with a farmer in Kasungu, Malawi, showing her recently-acquired land title, and Griffin Zgambo, consultant part of the team evaluating the EU's support to sustainable agri-food systems in partner countries between 2014 and 2020. Photo: Herbert Mwalukomo, Centre for Environmental Policy and Advocacy (CEPA).

Page 20
Resident of Mogadishu, Somalia. Photo: AMISOM Photo / Ilyas Ahmed via Flickr.

Page 23
ECDPM's Hanne Knaepen moderates an official COP27 side event on adapting to transboundary climate risks in food trade, organised by ECDPM. Photo: COP27 Food Systems Pavilion.

Page 26
ECDPM's Karim Karaki presents at an event organised by ECDPM and the Czech Presidency of the Council of the EU in Brussels, Belgium. Photo: Catarina Farinha, ECDPM.

Page 29
Zone Tech Park in Lagos, Nigeria. Photo: Desola Lanre-Ologun via Unsplash.

Page 35
ECDPM's Catarina Farinha records a video at the first global partnership for sustainable cities meeting in Brussels, Belgium. Photo: Virginia Mucchi, ECDPM.

Page 41
ECDPM's Geert Laporte, Alexei Jones, Fabien Tondel, Amandine Sabourin, Katja Sergejeff, Hilda Milka Koyier, Mariella Di Ciommo, Pauline Veron and Ennatu Domingo at the ECDPM office in Brussels, Belgium. Photo: Kathleen Van Hove, ECDPM.

Page 42
ECDPM's Carl Michiels, Nina Thijssen and Virginia Mucchi at the European Development Days 2022 in Brussels, Belgium. Photo: Catarina Farinha, ECDPM.

Page 43
ECDPM's Nadia Ashraf at a textile mill in Thika, Kenya. Photo: Jeske van Seters, ECDPM.

Page 45
Meeting of the ECDPM Council, consisting of the management team and heads of ECDPM's workstreams. Photo: Virginia Mucchi, ECDPM.

Page 49
ECDPM's head office in Maastricht, the Netherlands. Photo: Ernst van Loon.

CONTACT US

ECDPM has two offices: in Maastricht (the Netherlands) and Brussels (Belgium).

We would love to hear from you. Contact us by telephone or email (info@ecdpm.org). If you would like to get in touch with any of our staff members directly, visit ecdpm.org/experts for their individual contact details.

Maastricht office
The Pelican House (head office)
Onze Lieve Vrouweplein 21
6211 HE Maastricht, the Netherlands
+31 (0)43 3502900
info@ecdpm.org

Brussels office
Avenue des Arts 44
1000 Brussels, Belgium
+32 (0)2 8825008

facebook.com/ecdpm
twitter.com/ecdpm
linkedin.com/company/ecdpm

ecdpm

www.ecdpm.org